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DISASTER MANAGEMENT

The term 'disaster' is derived from Greek meaning, "bad star." It is a natural or man-made event that negatively affects life, property, human settlements, livelihood or industry often resulting in permanent changes to human societies, ecosystems and environment. Whether a natural or human-made, disasters manifest as hazards exacerbating vulnerable conditions and exceeding individuals' and communities' means to survive and thrive. Disasters pose a major threat to sustainable development and therefore need to be addressed by the international community with a sense of urgency.

Disasters are caused by natural hazards such as earthquakes, floods, landslides, drought, wildfires, tropical cyclones, tsunami and volcanic eruptions. Other types of disasters include terrorist attacks, fires, oil spills, epidemics & plagues, and vulnerabilities created by human actions, such as uncontrolled or inadequately planned human settlements, lack of basic infrastructure and the occupation of disaster-prone areas. Armed conflicts also have consequences that affect human settlements and the country as a whole.

Over the years, the occurrence, severity and intensity of disasters have exacted a heavy toll in terms of the loss of human lives and the destruction of economic and social infrastructure, not to mention their negative impact on already fragile ecosystems. While natural hazards will continue to occur, human action can either increase or reduce the vulnerability of societies to these hazards. Using appropriate technologies for determining vulnerabilities of disaster coupled with well-established programs and policies can prevent the imbalance of socio-economic conditions to a great extent.

"The past year has reminded people everywhere that no place in the world is immune from natural disaster. From the massive Indian Ocean earthquake and tsunami to the drought- and locust-ravaged countries of Africa, from the devastation caused by hurricanes and cyclones in the United States, the Caribbean and the Pacific to heavy flooding across Europe and Asia, hundreds of thousands of people have lost their lives, and millions their livelihoods, to natural disasters," United Nations Secretary-General Kofi Annan remarked in his message on the International Day for Disaster Reduction, the October 12, 2005. He added, "The lesson we must draw is encapsulated in the theme

of this year's International Day for Disaster Reduction: 'Invest to Prevent Disaster.' We cannot stop natural calamities, but we can and must better equip individuals and communities to withstand them. Those most vulnerable to nature's wrath are usually the poorest, which means that when we reduce poverty, we also reduce vulnerability."

The issue of disaster management is a concern of many governments, international organizations, multilateral organizations, and nongovernmental organizations. Several UN agencies are working on disaster management programs. UN Habitat Agenda (1996) seeks "to promote and encourage all parts of society to participate in disaster preparedness planning and in disaster prevention through activities that build a culture of prevention."

International Strategy for Disaster Reduction (ISDR) is the focal point in the UN System to promote links and synergies between, and the coordination of, disaster reduction activities in the socio-economic, humanitarian and development fields, as well as to support policy integration. It aims at building disaster resilient communities by promoting increased awareness of the importance of disaster reduction as an integral component of sustainable development, with the goal of reducing human, social, economic and environmental losses due to natural hazards and related technological and environmental disasters. In order to achieve these goals, the ISDR promotes four objectives as tools towards reaching disaster reduction for all: Increase public awareness to understand risk, vulnerability and disaster reduction globally; Obtain commitment from public authorities to implement disaster reduction policies and actions; Stimulate interdisciplinary and intersectoral partnerships, including the expansion of risk reduction networks; and Improve scientific knowledge about disaster reduction.

Strategies linked to ISDR for moving ahead on this goal are also outlined in the *Road Map Towards the Implementation of the United Nations Millennium Declaration*. It includes developing early warning systems, vulnerability mapping, technological transfer and training; supporting interdisciplinary and intersectoral partnerships, improved scientific research on the causes of natural disasters and better international cooperation to reduce the impact of climate variables, such as El Nino and La Nina; encouraging governments to address the problems created by megacities, the location of settlements in high-risk areas and other manmade

determinants of disasters; and encouraging governments to incorporate disaster risk reduction into national planning processes, including building codes.

The World Bank aims to reduce human suffering and economic losses caused by natural and technological disasters. It provides a more strategic and rapid response to disasters and promotes the integration of disaster prevention and mitigation efforts into the range of development activities. The Bank's mission is to provide assistance to prepare for and recover from natural or man-made disasters that can result in great human and economic losses. According to its estimates, "developing countries suffer the greatest costs when a disaster hits – more than 95 percent of all deaths caused by disasters occur in developing countries; and losses due to natural disasters are 20 times greater (as a percentage of GDP) in developing countries than in industrialized countries."

In the United States, the Federal Emergency Management Agency (FEMA) – a former independent agency and now a part of the new Department of Homeland Security – is tasked with responding to, planning for, recovering from and mitigating against disasters. FEMA's mission within the department is to lead the effort to prepare the nation for all potential disasters and to manage the federal response and recovery efforts following any national incident – whether natural or man-made.

The United States Agency for International Development's (USAID), Office of the U.S. Foreign Disaster Assistance (OFDA) works through the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA). USAID/OFDA's mandate is to save lives, alleviate suffering, and reduce the economic impact of disasters. It coordinates the U.S. Government response to disasters in foreign countries, and has primary responsibility for meeting the needs of internally displaced persons in emergency situations. USAID/OFDA's humanitarian assistance is largely provided through grants to private voluntary organizations, non-governmental organizations, and international organizations. The funds are authorized for disaster relief, rehabilitation, prevention, mitigation, and preparedness.

The World Conference on Disaster Reduction, held in early 2005, adopted the Hyogo Framework for Action 2005-2015, identified strategic objectives and priority areas to reduce disaster risk in the next 10 years. The theme "Invest to Prevent Disaster" aimed at

increasing disaster resilience using micro-finance and safety nets. "We are convinced that disasters seriously undermine the results of development investments in a very short time, and therefore, remain a major impediment to sustainable development and poverty eradication. We are also cognizant that development investments that fail to appropriately consider disaster risks could increase vulnerability. Coping with and reducing disasters so as to enable and strengthen nations' sustainable development is, therefore, one of the most critical challenges facing the international community," said the declaration. The 16th World Conference on Disaster Management will be held in Toronto during June 18-21, 2006.

The articles included in this section touch upon several issues that need to be addressed pre- and post-disaster situations – from policy framework to general preparations to survival processes – such as emergency medical services, coping with health hazards, providing humanitarian assistance and relief operations.

For additional information, a webliography is presented here for your use. However, the inclusion of Internet sites other than those of the U.S. government should not be construed as an endorsement of the views contained therein. The websites are current as of date and are subject to change at any time.

Army Corps of Engineers
http://www.hq.usace.army.mil/history/enduring_freedom_new_articles.htm

Federal Emergency Management Agency
<http://www.fema.gov>

Relief Web
<http://www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm>

UNCRD: United Nations Centre for Regional Development
<http://www.uncrd.or.jp/>

UNDMTP: United Nations Disaster Management Training ...Programme
<http://www.undmtp.org/>

UNDP: Bureau for Crisis Prevention and Recovery
<http://www.undp.org/bcpr/>

UNEP: Division for Early Warning and Assessment
<http://www.unep.org/dewa/>

UNISDR: Inter-Agency Secretariat of the International Strategy ...for Disaster Reduction
<http://www.unisdr.org/>

UNOCHA: Office for the Coordination of Humanitarian Affairs
<http://ochaonline.un.org/>

U.S. Agency for International Development: Humanitarian ...Assistance
http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/

U.S. Center of Excellence in Disaster Management and ...Humanitarian Assistance
<http://www.coe-dmha.org/humaff.htm>

U.S. Central Command: Humanitarian Assistance
<http://www.centcom.mil/CentcomNews/humanitarian.asp>

U.S. Department of Homeland Security -- Emergencies & ...Disasters
http://www.dhs.gov/dhspublic/theme_home2.jsp

1. CONTINUITY OF OPERATIONS: AGENCY PLANS HAVE IMPROVED, BUT BETTER OVERSIGHT COULD ASSIST AGENCIES IN PREPARING FOR EMERGENCIES

By Linda D. Koontz. United States General Accounting Office, April 28, 2005, 20 p.

To ensure that essential government services are available in emergencies, federal agencies are required to develop continuity of operations plans. According to guidance from the Federal Emergency Management Agency (FEMA), which is responsible for providing guidance for and assessing agency continuity plans, a key element of a viable capability is the proper identification of essential functions. In this report, GAO reviews to what extent (1) major federal agencies used sound practices to identify and validate their essential functions, (2) agencies had made progress since 2002 in improving compliance with FEMA guidance, and (3) agency continuity of operations plans addressed the use of telework arrangements (in which work is performed at an employee's home or at a work location other than a traditional office) during emergencies.

2. DISASTER RESPONSE AND APPOINTMENT OF A RECOVERY CZAR: THE EXECUTIVE BRANCH'S RESPONSE TO THE FLOOD OF 1927

By Kevin R. Kosar. Congressional Research Service, October 25, 2005, 14 p.

In the wake of the destruction caused by Hurricanes Katrina and Rita, the press and policymakers have looked to the past for examples of federal responses to natural disasters that might serve as models for emulation today. Some Members of Congress have expressed an interest in creating a cabinet-level "czar" to administer Hurricane Katrina and Rita relief programs. Since the federal response to the flood of 1927 featured Secretary of Commerce Herbert Hoover as the director of the flood response and wielding immense executive powers, this episode in federal history may be of particular interest to Congress. This report describes the flood of 1927, and assesses the federal government's response thereto. In short, the federal response was an executive branch response. President Calvin Coolidge created a quasi-governmental commission that included members of his Cabinet and the American National Red Cross. This commission encouraged the public to donate funds to the relief effort. It also gave Secretary of Commerce Herbert Hoover near-absolute authority to organize and oversee its response. Hoover used this

authority to weave together federal resources, American National Red Cross volunteers, and the private sector to carry out the relief and recovery program. The concentration of power and the blending of the governmental and private sectors in Hoover's hands enabled the relief effort to be carried out expeditiously and creatively.

3. THE DISASTER SURVIVAL PROCESS

By John Neil. Risk Management, May 2005, pp. 22-27.

This article deals with the steps of the disaster management process. The disaster management process is driven by the understanding that nothing happens without a plan and that no plan is ever finished. When the smoke clears, the companies that survive are the ones that constantly build, test and improve their disaster management plans. A disaster management plan must spell out how the company will prepare for and respond to key manmade and natural threats. These plans can include a range of topics, but the best ones typically cover senior management support, the threats most likely to hit the company, what the company can do to soften the impact of these events, the steps to follow during each and a schedule for testing both the crisis team and responses to individual events. Mistakes in practice strengthen performance, but only if they are identified. It is therefore critical for risk managers to learn as much as they possibly can during the plan's test runs so they may better understand what went well and what needs improvement. This is the fuel that drives plan improvement. Improving the plan is actually the easiest of the three steps of disaster management because the hard work came in creating the structure to build and test the plan. After that, it is a matter of using that structure.

4. EMERGENCY MEDICAL SERVICES

By Marta Roberts. Security Management, November 2005, pp. 74-76.

The article focuses on emergency medical service after Hurricane Katrina in New Orleans, Louisiana. Marta Roberts reports that one of the biggest failing is the lack of community responders and hospitals to educate themselves in coordinated approach to disaster preparedness. According to the author, the problem with drills in American hospitals isn't just their infrequency, but that they may not be extensive

enough. On the whole, most hospitals in the United States are unprepared for a large-scale mass casualty event. While various drills are conducted throughout the year, the most important thing is to have a plan that is communicated and practiced.

5. HEALTH HAZARDS: COPING WITH DISASTER

By Jennifer A. Morrell. State News, October 2005, pp. 16-19.

"Control of communicable diseases is paramount. The five most common causes of death in emergencies and disasters are diarrhea, acute respiratory infection, measles, malnutrition and, in endemic zones, malaria," the author contends. Morrell discusses public health issues faced by victims and responders after the Hurricane Katrina. She also discusses preparations of government agencies in dealing with public health problems; disaster management guidelines suggested by the Pan American Health Organization; and the management of stress and other mental health problems.

6. INDIAN OCEAN EARTHQUAKE AND TSUNAMI: HUMANITARIAN ASSISTANCE AND RELIEF OPERATIONS

By Rhoda Margesson. Congressional Research Service, March 21, 2005, 58 p.

This report summarizes the extent of the disaster and relief effort and includes descriptions of the U.S. and international assistance efforts. It also examines protection mechanisms for children and separated orphans. A section is devoted to the situation in each of the affected countries followed by an analysis of selected issues for Congress. On December 26, 2004, a magnitude 9.0 undersea earthquake off the west coast of northern Sumatra, Indonesia, unleashed a tsunami that affected more than 12 countries throughout south and southeast Asia and stretched as far as the northeastern African coast. Current official estimates indicate that more than 250,000 people are dead or missing and millions of others are affected, including those injured or displaced, making this the deadliest tsunami on record. Sections of Indonesia, Sri Lanka, India, and Thailand have suffered the worst devastation. In response, the United Nations, the United States, and other donor nations have organized what some have called the world's largest relief and recovery operation to date. President Bush pledged \$350 million in aid early on and mobilized the U.S. military to provide logistical and other assistance. The Administration has increased this amount by seeking \$600 million in its request for \$950 million for tsunami relief in the FY2005 emergency supplemental. Of this total, \$346 million would replenish USAID

emergency aid accounts that had been drawn down in support of the U.S. government response and reimburse Defense Department accounts that were used in the relief effort. On March 16, the House passed H.R. 1268, funding all items proposed under the Tsunami Recovery and Reconstruction Fund, except for the \$45 million proposed for debt reduction.

7. THE NEED FOR A POLICY FRAMEWORK TO DEVELOP DISASTER RESILIENT REGIONS

By Brandon J. Hardenbrook. Journal of Homeland Security & Emergency Management, 2005, pp. 1-25.

Hardenbrook takes a look at the disaster management policies and programs of the U.S. administration. He contends, the United States will increasingly face threats and remain vulnerable to acts of terrorism and other disasters despite the many physical protection measures currently in place. While physical protection can limit or discourage attacks, the unfortunate reality is that nothing is ever 100% effective. In an interdependent age, spending money solely on physical protection will not solve the vulnerability problem. A new approach must be taken not only to physically protect critical infrastructure but to prevent and deter attacks. This more comprehensive approach must include vulnerability assessments, risk-based mitigation, response and recovery after a disaster, training at all levels, more exercises and research and development. This broadened approach should help limit the overall impact of a disaster as well as deter potential attackers. A comprehensive approach to emergency management, specifically critical infrastructure security, cannot be accomplished if the private sector is excluded from these efforts. Because 85% of the nation's infrastructure is controlled by the private sector, the government's new programs and policies must be fashioned to encourage their participation. The federal government must recognize that critical infrastructure security planning must be conducted on a regional level. Incentives and guidelines to help move this planning process forward may be needed to ensure that the right players are involved. Moreover, the successes of other regional collaborations must be reviewed to determine whether these examples could be appropriated to address homeland security issues.

8. PREPARING FOR NATURAL DISASTERS

By Grace Jeans. *National Defense*, November 2005, pp. 20-23.

Jeans focuses on the implementation of the Indian Ocean Tsunami Warning and Mitigation System by Indian Ocean nations in coordination with the United Nations Educational, Scientific and Cultural Organization (UNESCO) as a response to the December 2004 tsunami. The author also discusses capabilities of the warning system; advantage of inundation maps to the detection of tsunami activity; and factors to consider in relaying tsunami warnings brought by an earthquake. INSETS: *U.S. Expanding Tsunami Alert Network*, and *Satellite Radio Could Globalize Tsunami Warning*.

9. UNSAFE, UNPREPARED

By Brian Friel and Paul Singer. *National Journal*, October 29, 2005, pp. 3356-3362.

"Most of the disaster-specific programs have notable, even growing, gaps that leave the nation more vulnerable than it needs to be. Because of budgetary constraints, stream gauges that warn of impending floods are being shut down, even as more people move onto the floodplains below them. Few tsunami-prone communities have workable evacuation plans. Some dangerous volcanoes are inadequately monitored. Community-preparedness boards are dwindling, despite nonstop reports of hazardous-chemical accidents. The state of the nation's levees is a mystery," write the authors. According to them, no one has undertaken a comprehensive federal effort to assess these gaps or to encourage experts in the many disciplines of science and engineering associated with natural hazards to work together to try to minimize the damage that disasters can inflict.

BUSINESS & ECONOMICS

10. BUILDING ON CAFTA

By Alfred Schipke. *Finance & Development*, December 2005, pp. 30-33.

For smaller countries, such as those in Central America, regional integration is a strategy to maximize economies of scale so that they can participate successfully in a more globalized economy. The implementation of the free trade agreement of Central American countries, the Dominican Republic, and the U.S. – referred to as

CAFTA or CAFTA-DR – is expected to provide an additional boost to Central America's global and regional integration and to serve as an anchor for further economic and institutional development. The agreement will solidify regional economic ties with the U.S. and also foster integration among the Central American economies themselves. CAFTA-DR is expected to provide a further boost to the integration process, both with respect to the U.S. and within the region. But to ensure the greatest benefits possible, the integration process calls for enhanced policy coordination and harmonization, especially in the area of taxes and in the financial sector.

11. COLLABORATIVE ADVANTAGE

By Leonard Lynn and Hal Salzman. *Issues in Science and Technology*, Winter 2006, pp. 74-82.

Lynn and Salzman discuss the need for U.S. to develop a vibrant science and technology economy and to aggressively look for partnership opportunities – mutual-gain situations – around the globe. The U.S. should move away from an almost certainly futile attempt to maintain dominance and toward an approach in which leadership comes from developing and brokering mutual gains among equal partners. Such "collaborative advantage" comes not from self-sufficiency or maintaining a monopoly on advanced technology, but from being a valued collaborator at various levels in the international system of technology development.

12. IS THE NEXT ECONOMY TAKING SHAPE?

By Robert D. Atkinson. *Issues in Science and Technology*, Winter 2006, pp. 62-68.

Atkinson explains that recent economic trends, including a massive trade deficit, declining median incomes, and relatively weak job growth, have been, to say the least, somewhat disheartening. But there is one bright spot: strong productivity growth. Starting in the mid-1990s, productivity has rebounded after 20 years of relatively poor performance. Why has productivity grown so much? Why did it fall so suddenly in the 1970s and 80s? Is this latest surge likely to last? Understanding the answers to these questions goes to heart of understanding the prospects for future U.S. prosperity. Robert Atkinson is vice president of the Progressive Policy Institute (PPI) in Washington, D.C. and director of PPI's Technology and New Economy.

13. IS THERE A POWER TRANSITION BETWEEN THE U.S. AND CHINA? THE DIFFERENT FACES OF NATIONAL POWER

By Steve Chan. *Asian Survey*, September/October 2005, pp. 687-701.

Is China about to overtake the United States? Although China scores high on most traditional measures of national power, it continues to perform poorly in information technology and human capital, important assets that are necessary to promote productivity and sustain affluence in modern economies. According to Chan, "The expansion of China's economy and its increasing participation in foreign commerce have raised Beijing's international profile. Signs of economic vigor and military modernization in recent decades, when combined with China's extant territorial and demographic base, have seemingly raised its status among the ranks of great powers. China's relative position has improved not only because of its own performance but also because of the experience of other leading states. Japan's recent economic stagnation and, especially, the demise of the Soviet Union have thus also had an effect in enhancing China's relative position in the international system. Naturally, China's upwardly mobility has aroused concerns for some observers."

INTERNATIONAL POLITICAL RELATIONS & SECURITY

14 DAVID'S FRIEND GOLIATH

By Michael Mandelbaum. *Foreign Policy*, January/February 2006, pp. 50-56.

The author, professor of American foreign policy at The Johns Hopkins University's School of Advanced International Studies, notes that "the rest of the world complains that American hegemony is reckless, arrogant and insensitive ... [but] the world's guilty secret is that it enjoys the security and stability the U.S. provides." Mandelbaum notes that, historically, other nations have banded together to provide a check on world powers, yet no such anti-American alignment is taking place. Unlike past empires, U.S. overseas interventions have been few in number, and generally have not been with idea of complete control. Because of America's open political system, any country is able to gain access to Congressional committees with oversight over international relations and foreign policy. In that sense, the U.S. government has become a world government, and has in effect become a mediator over regional conflicts. He also notes that the U.S. taxpaying public is bearing the

expense of maintaining a military that ensures the free flow of international trade, even for those countries hostile to the U.S. If anything can safely be said about much of the world's attitude toward the U.S., notes Mandelbaum, it is that "they will continue to criticize it, and they will miss it when it is gone."

15. FIGHTING THE WAR OF IDEAS

By Zeyno Baran. *Foreign Affairs*, November/December 2005, pp. 68-78.

Islam and the West are not engaged in a clash of civilizations – at least not yet. But the West is being drawn into the clash of two competing ideologies within the Islamic world. Proponents of the first believe that Islam is compatible with secular democracy and basic civil liberties. Proponents of the second are committed to replacing the current world order with a new caliphate – that is, a global Islamic state. They are the ones who seek to trigger a true clash of civilizations, partly in order to force the more moderate Muslims to choose their interpretation of Islam. Extremist Islamist organizations such as al Qaeda have become well known in recent years for trying to accomplish their objectives through terrorism and political violence. Less well known, however, are the complementary organizations devoted not to direct action but to ideological struggle. Of these, the most important has been Hizb ut-Tahrir (HT, or the Party of Liberation), a transnational movement that has served as radical Sunni Islamism's ideological vanguard.

16. A NEW NON-PROLIFERATION STRATEGY

By Joseph Cirincione. *SAIS Review*, Summer 2005, pp. 157-165.

Cirincione, Director for Non-Proliferation at the Carnegie Endowment for International Peace, discusses the June 2004 Carnegie Endowment *Report Universal Compliance: A Strategy for Nuclear Security*, and asserts that the new proliferation challenges make it clear beyond doubt that the present non-proliferation regime needs fixing. He believes that now is the time to demand systemic change: a new strategy to defeat old and new threats before they become catastrophes. Moreover, he argues that only by forging this balance of obligations involving all states and actors can we erect a defense against the dangers of the spread of nuclear weapons.

17. CIVIL RELIGION IN AMERICA

By Robert N. Bellah. *Daedalus*, Fall 2005, pp. 40-55.

While some have argued that Christianity is the national faith, few have realized that there actually exists alongside of and rather clearly differentiated from the churches an elaborate and well-institutionalized civil religion in America. Bellah argues not only that there is such a thing, but also that this religion or perhaps better, this religious dimension – has its own seriousness and integrity and requires the same care in understanding that any other religion does. A world civil religion could be accepted as a fulfillment and not a denial of American civil religion. Indeed, such an outcome has been the eschatological hope of American civil religion from the beginning. To deny such an outcome would be to deny the meaning of America itself. Behind the civil religion at every point lie biblical archetypes: Exodus, Chosen People, Promised Land, New Jerusalem, Sacrificial Death and Rebirth. But it is also genuinely American and genuinely new. It has its own prophets and its own martyrs, its own sacred events and sacred places, its own solemn rituals and symbols. It is concerned that America be a society as perfectly in accord with the will of God as men can make it, and a light to all the nations. It has often been used and is being used today as a cloak for petty interests and ugly passions. It is in need – as is any living faith – of continual reformation, of being measured by universal standards. But it is not evident that it is incapable of growth and new insight.

18. THE FREEDOM CRUSADE REVISITED

By Leslie H. Gelb, et al. *National Interest*, Winter 2005/06, pp. 9-17.

The Fall 2005 issue of *The National Interest* included a provocative contribution from Robert W. Tucker, a founding editor of this magazine, and David C. Hendrickson. Entitled 'The Freedom Crusade', this essay questioned whether making the promotion of democracy around the world a central organizing principle of U.S. foreign policy was in keeping with America's diplomatic traditions and national interests. There has been a vigorous debate in these pages over the 'democracy question.' This journal invited several distinguished commentators to offer their own opinions about the points of view expressed in 'The Freedom Crusade' and more generally on the relationship between democracy and U.S. interests. By Leslie H. Gelb, president emeritus of the Council on Foreign

Relations, Daniel Pipes, director of the Middle East Forum, Robert W. Merry, president and publisher of *Congressional Quarterly* and Joseph S. Nye, Jr., Distinguished Service Professor at Harvard University.

19. IT'S WHAT WE DO

By Ivan Eland. *American Prospect*, January 2006, pp. 38-42.

"George W. Bush, in his global war on terror, has specifically avoided the clash of civilizations hypothesis, holding that the United States is not waging a war against the religion of Islam. However, the president has backed into the hypothesis by saying that terrorists 'hate us because we are free.' The president, that is, has essentially made the argument that they hate America for 'what it is.' We are not, Bush once said, 'facing a set of grievances that can be soothed or addressed.'" After September 11, this argument proved extremely seductive to the American political classes, media, and public, all of whom perceived that American values were under attack by the alien and villainous values of the Islamists. The argument has provided, for four years, the entire philosophical basis for how the U.S. government is fighting terrorism."

20. MAKING DEMOCRACY STICK

By Gerard Alexander. *Policy Review*, December 2005-January 2006, pp. 45-57.

"An ambitious strategy of democracy promotion is poised to be a major pillar of U.S. foreign policy for many years after 9/11, just as Cold War containment, trade liberalization, and development assistance were pillars of American policy in the decades after 1945. The strategy of democratization must begin with the moral proposition that 'the call of freedom comes to every mind and every soul,' as President Bush said in his second inaugural address. But if the strategy is to succeed, we have to ask and answer some hard questions about what obstacles exist to achieving stable democracies and how they can be overcome. That the strategy faces challenges is not doubted, least of all by some of its leading advocates. Bush acknowledged 'many obstacles' to democratization and called it the 'concentrated work of generations.' British Prime Minister Tony Blair has said that 'democracy is hard to bring into countries that have never had it before.' Even Natan Sharansky, author of a relentlessly optimistic appeal for democratization, says that in places like Iraq, democracy faces 'a very difficult transitional period.' But these champions of democratization emphasize obstacles to transitions to democracy rather than obstacles to the stability of

democracies afterward." Gerard Alexander is associate professor of politics at the University of Virginia and author of *The Sources of Democratic Consolidation*.

21. NEW FIGHT FOR VOTING RIGHTS

By John Gibeaut. *ABA Journal*, January 2006, pp. 42-47 & 64.

The Rehnquist court's view of federalism could carry heavy weight as precedent as some states seek to escape strict conditions the Voting Rights Act has placed on all parts of their electoral systems. The House overruled a Supreme Court decision requiring some plaintiffs to prove not only discriminatory effects of voting rights violations, but discriminatory intent, which can be difficult if not nearly impossible. A unanimous Supreme Court already had opened the schoolhouse doors to desegregation with the milestone decision in *Brown v. Board of Education*, holding that "separate educational facilities are inherently unequal."

22. WHAT'S NEW ABOUT THE NEW PUBLIC MANAGEMENT? ADMINISTRATIVE CHANGE IN THE HUMAN SERVICES

By Stephen Page. *Public Administration Review*, November/December 2005, pp. 713-327.

Interpretations of the emergence of the New Public Management are split. The champions of the movement present it as a new administrative paradigm that departs sharply from past thinking and practice, whereas skeptics argue it has evolved incrementally from past administrative traditions. To assess these views, this article examines recent administrative innovations in the human services that broadly reflect the New Public Management. The findings suggest that these innovations have built incrementally on past reforms in the human services field, supporting the skeptics' claim that the New Public Management represents an evolution and renewal of historical trends in public administration.

COMMUNICATION & INFORMATION

23. THE NEW LIFE CYCLE OF BUSINESS INFORMATION

By Marydee Ojala. *Online*, January/February 2006, pp. 48-50.

Ten years ago, the life cycle of business information was more predictable and less chaotic than it is today. Understanding the life

cycle of business information helped researchers gauge the validity and reliability of the information they found. Times have changed. Information no longer appears linearly. The bottom line: Business researchers are now confronted with an out-of-control, random, nonlinear world. As the business information life cycle shape shifts, it affects where researchers begin their search, what sources they use, and how they interpret the validity of the information found. The life cycle for breaking news has shortened considerably with the advent of blogging and podcasting technologies. To cope with these compressed and chaotic information life cycles, business researchers need to sharpen their peripheral vision, hone their evaluation skills, and watch out for incoming asteroids.

GLOBAL ISSUES

24. ENVIRONMENTAL TIPPING POINTS: A NEW SLANT ON STRATEGIC ENVIRONMENTALISM

By Gerald Marten, et al. *World Watch Magazine*, November/December 2005, pp. 10-14.

"In places as diverse as the Philippines, India, and New York City, people are addressing complex environmental problems by finding their positive 'tipping points' – a point where catalytic action can set off a cascade of positive changes that tip the system towards sustainability. Where top-down regulations and high-priced technical fixes aren't working, positive environmental tipping points offer a third way to restore communities, both natural and human. The authors use case studies from Apo Island, the Philippines, Rajasthan in India, and New York City to illustrate how small changes can lead to both environmental rejuvenation and an increased sense of community, reversing larger negative social and environmental trends. 'Environmental tipping points show that saving an ecosystem and a community can go hand in hand,' state the authors." Gerald Marten is an ecologist based at the EastWest Center in Honolulu.

25. HUMANITARIAN INTERVENTION AFTER IRAQ: LEGAL IDEAS VS. MILITARY REALITIES

By James Kurth. *Orbis*, Winter 2006, pp. 87-101.

"The theory of humanitarian intervention has received new attention since the humanitarian crises of the 1990s and the United States' becoming the world's sole superpower. The actual practice of

humanitarian intervention, however, has declined. It is difficult to forge the political will for it when the countries composing the global organizations that could provide the political legitimacy disagree on an intervention, and with so few countries – mainly the United States and Great Britain – capable of providing the required expeditionary forces. Moreover, the Afghanistan and Iraq wars have diminished the United States' political will, military capability, and diplomatic credibility to conduct future humanitarian interventions. In particular, those wars precluded its intervention in the current genocide in Darfur. Regional bodies such as the African Union may be the only entities that can, with aid and training, undertake effective interventions." James Kurth is the Claude Smith Professor of Political Science at Swarthmore College and editor of *Orbis*.

26. VOICES FOR BIODIVERSITY MANAGEMENT IN THE 21ST CENTURY

By Susanne Stoll-Kleemann. *Environment*, December 2005, pp. 24-36.

Stoll-Kleemann evaluates the successes and failures of ecological and socioeconomic approaches for better governance of protected areas based from the voices of those experienced in biodiversity management." "To a large degree, significantly reducing the rate of global biodiversity loss depends on managing protected areas. Often, effective management involves enhancing the ecosystem services of these areas by integrating local livelihood into action plans." Susanne Stoll-Kleemann, is an associate professor at the Humboldt University of Berlin, where she leads the Governance of Biodiversity Research Group.

U.S. SOCIETY, VALUES & POLITICS

27. THE ENDURING WORLD OF PROVERBS

By Garreth Byrne. *Contemporary Review*, November 2005, pp. 285-291.

Byrne dwells into the enduring world of proverbs. As proverbs express the accumulated wisdom of tribes and nations, the language structure of proverbs embodies figurative and rhetorical tricks that lend themselves to easy memorization. "Every language has a store of short, succinct sayings that cast a light on life and human nature, and strike us by their common sense expressed in verbal felicity. Traditional observation, supple concision and verbal memorability are the essence of proverbial utterance," he writes. "Most proverbs have come down to us by word of mouth. Before mass literacy

became widespread, memorisation of facts, stories, precepts and proverbs was the norm, and varied techniques were employed to commit didactic data to memory. As proverbs express the accumulated wisdom of tribes and nations, the language structure of proverbs embodies figurative and rhetorical tricks that lend themselves to easy memorisation." The English language is rich in proverbs, many of which derive from Latin and classical Greek.

28. TEENS, DRUG ABUSE, AND AIDS: THE DEADLY CONNECTION

Science World, March 7, 2005, pp. 18-21.

When one thinks about what a terrible disease AIDS is and the huge number of lives it has claimed – a mind-boggling 20 million in 24 years – it seems that everyday ought to be World AIDS Day. According to a 2004 report from NIDA, behavior associated with drug abuse is now the single largest factor in the spread of HIV infection in the U.S. AIDS and hepatitis C, another viral disease associated with drug abuse, are both blood-borne illnesses. How drug abuse and the disease of addiction can lead to the spread of AIDS and hepatitis C are further discussed. INSETS: *Cutting Edge*; *Wake-Up Call*; and *Facts for Real Life*.

SCIENCE & TECHNOLOGY

29. FAITH FOR THE FUTURE: UPDATING RELIGIOUS PARAGIDMS FOR THE INFOTECH AGE

By Don C. Davis. *Futurist*, September-October 2005, pp. 51-54.

Science and technology have allowed us to discover many mysteries about why things are as they are in our world, in contrast to ancient peoples who explain the inexplicable with tales of conflict and struggle amongst their gods. The author, a United Methodist minister, argues that our ancestors' image of God is no longer appropriate. "It is hard to believe in a God with humanlike characteristics and headquarters somewhere in heaven, from which he runs this incredible micro and macro phenomenon of existence." Davis suggests "paradigm shifts" in our thinking of God, to become a way of talking about the phenomenon of existence, and the ongoing dynamic of creation. Revising the notion of God, he writes, allows humanity to use science, technology and religion "to direct the future toward fulfilling our potential for a noble humanity."

30. THE FLU HUNTER

By Michael Rosenwald. Smithsonian, January 2006, pp. 36-46.

Robert Webster of Memphis, Tennessee is not your typical microbiologist – he is a prominent American scientist who has been researching the deadly avian flu strain H5N1 since its human form was discovered in Hong Kong, 1997. Webster believes that this virus is "The One", capable of starting a pandemic that could kill millions worldwide. The question remaining is not how but when the virus will mutate so that it is easily spread from human to human. Webster and his team are on the forefront of developing a vaccine, researching every human outbreak of the disease, and tracking migration of infected birds. He believes that the virus will become deadly when it swaps genetic material with the human form of the flu virus in a host animal, such as a pig. Webster's work can only help the U.S. government's dedication to stopping the virus in this country before it starts.

31. PUBLIC HEALTH IN TRANSITION

By Barry R. Bloom. Scientific American, September 2005, pp. 92-99.

Bloom, dean of the Harvard University School of Public Health, explores the epidemiological transition of countries with rapidly expanding economies where chronic diseases are becoming the greatest challenge to health systems. In these countries people are living longer and developing diseases such as obesity, diabetes and heart disease, which occur more typically in developed nations like the United States. Bloom illustrates the economic benefits of using measures to prevent or reduce both infectious and chronic diseases. He notes that although health threats often cross national boundaries, there is no global organization in place to develop and coordinate an integrated response to such threats. A sidebar lists eight recommendations that, if implemented, would have significant impact on health around the world.

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